

Plaintiffs' Exhibit 161

(Redacted)



US Army + Google Business Review

FY'21 Wrap Up

January 13, 2022

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Your Google Team

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Alyssa
Account Executive



Danielle
Analytical Lead



Sabrina
Account Manager



Melanie
DV360 Account
Manager (while
Katie is OOO)



Lynea
DV360 Account
Specialist



Elizabeth
Analytical Lead



Aanand
Discovery
Specialist



Aaron
SA360 Specialist

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Today's Agenda

1. Partnership Milestones
2. FY21 Performance Review & New Opportunities
3. Measurement Spotlight
4. Q&A

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I. Partnership Update – Looking Back at FY21

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We Accomplished a lot together in FY21...

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██████████ Total EBRCs in FY21

██████████ Compo 1/3

██████████ Compo 2

- Search: ██████████ EBRCs
- Discovery: ██████████ EBRCs
- DV360: ██████████ EBRCs

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Some other fun numbers...

1st

DOD Branch to
launch Discovery

+5

New deals
consolidated in
FY21

20

Brand lift & search
lift surveys run
across Army
Youtube Efforts in
FY21

Cost Savings

OMG Saved AEMO [REDACTED] by participating in the 20/21 Upfront

Category	CPM	Cost	Impr.
Army FY21 @ Upfront CPMs	[REDACTED]	[REDACTED]	[REDACTED]
Army FY21 @ Scatter CPM	[REDACTED]	[REDACTED]	[REDACTED]
Cost Savings	--	[REDACTED]	--

G

Added Value

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Thought Leadership

Military Executive
Summit Series

First to market beta
opps

Innovation

First to market with
Discovery Ads
+
Recognized in
Google/OMG
Award Ceremony

Data & Measurement

Direct partnership
with Google Data
Center to provide
more granular
MMM data going
into FY22

Access to Google's Best & Brightest

Over 15 Googlers
support team
Army, including
access to global PR,
product, creative
experts &
engineers

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I. Partnership Update – Looking Ahead to FY22

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PARTNERSHIP OBJECTIVES

Team DDB + Google FY22 Partnership Objectives

Goal	Drive Contracts + Improve Efficiency	Build the Prospect Base	Use Data to Make Better Decisions
Focus Areas	Understand & maximize tactics that drive contracts	Reach low propensity audiences with to addresses key misconceptions about the Army	Build cadence and rigor around insights & performance review to power agile decision making.



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PARTNERSHIP RESOURCES

Innovation + Deal Points

Commitment to bring the best of Google resources to AEMO & Team DDB

AEMO Priority	Category	Description
Drive more Contracts	Analytics Support	Google MMM Center of Excellence Partnership to enhance MMM granularity
	Technical Support	Hands-on-keyboard support to onboard contract-level data to optimize media directly for contracts
	First to Market Alpha/Beta Access	First to market access to 1) Discovery Experiments Alpha + 2) Google TV Carousel Ads
Innovation, Thought Leadership	Google Leadership Access	Executive level engagements (Government & Advocacy director to attend key AEMO events) and exclusive access to Google events (GML, CES, Broadcast, etc)
	Google Specialists	Team of 20+ Googlers dedicated to Team Army across product, measurement, creative & insights:
	Dedicated AEMO Executive Summit	Access to team of executive advisors who partner with Google's top CMO & CEO partners for a custom AEMO event
Data to Power Agile Decision Making	Insights Support	Google search trends & top questions reporting to power agile decision making Custom AEMO audience insights lab



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II. FY21 Performance Review & New Opportunities

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FY'21 National Search YoY

Investment	Clicks	Avg. CPC	Click-through Rate (CTR)	EBRCs	Cost per EBRC
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Key Growth Drivers:

- Outcome-based granularity: separated accounts by Compo and brand & non-brand
- Tailored auction-time bidding strategy for each account
- Data-driven attribution (DDA) to bid strategies

Source: SA360

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FY'21 National Guard Search

Investment	Clicks	Avg. CPC	Click-through Rate (CTR)	EBRCs	Cost per EBRC
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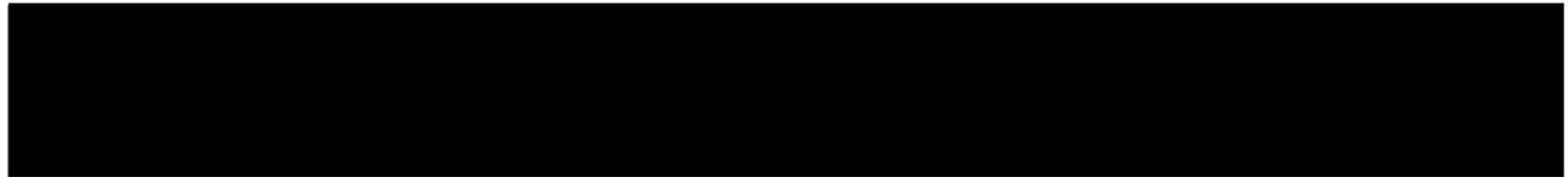
Source: SA360

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FY21 Search EBRCs



National EBRCs
driven by
Search

Guard EBRCs
driven by
Search

Total across
National +
Guard



FY'21 SA360 Growth Drivers

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PROJECT		IMPACT
1	Auction Time Bidding	Allowed Army advertising to adjust bidding by search query resulting in an [REDACTED] lift in conversions and [REDACTED] decrease in CPA.
2	DDA	Allowed for appropriate bidding amounts for campaigns that assisted with conversions. Campaigns that lowered their DDA undervalue amount averaged a [REDACTED] decrease in CPA and a [REDACTED] increase in leads lowering spend by [REDACTED]

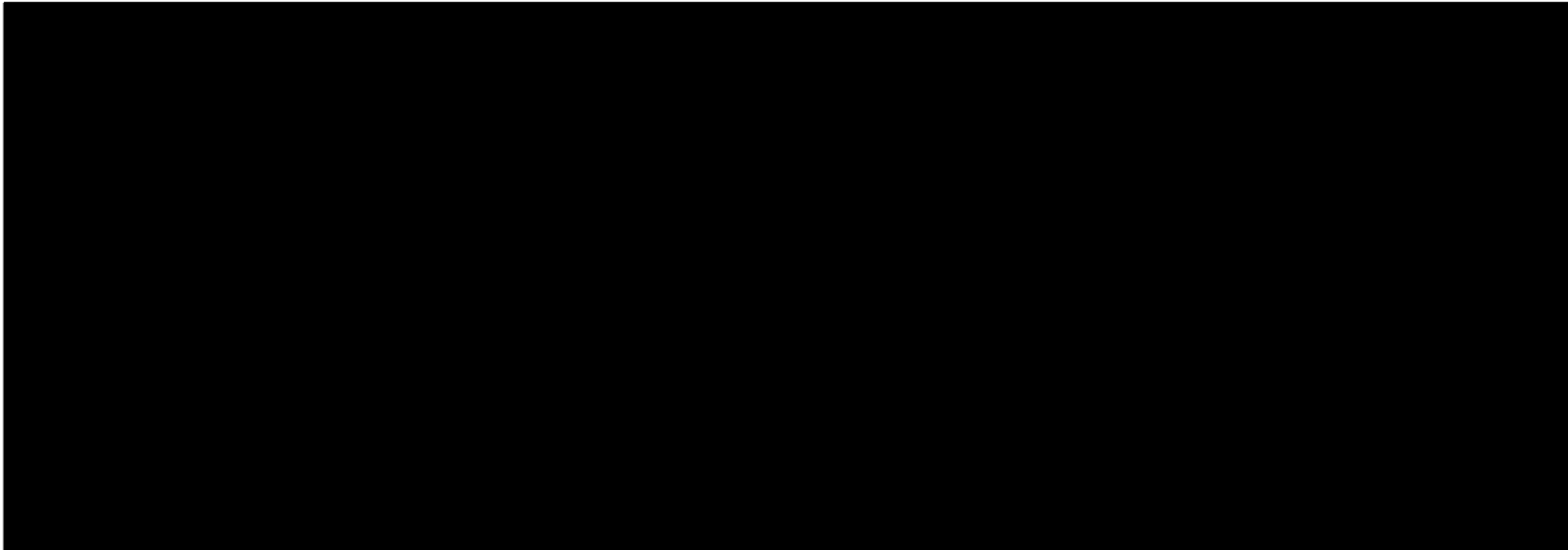
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FY'21 Discovery National Performance



Source: Google Ads

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FY'21 Discovery National Guard Performance



Source: Google Ads

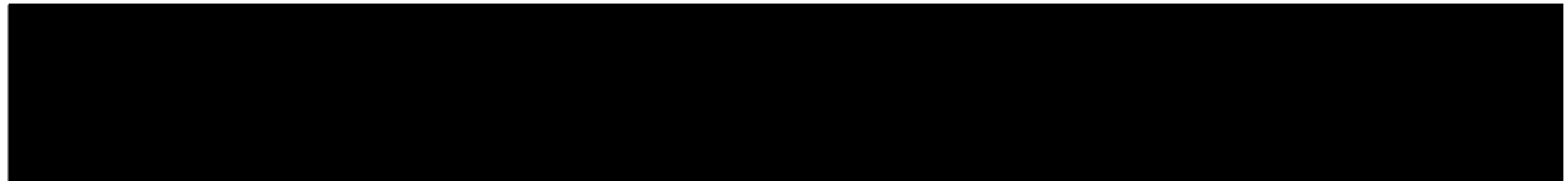
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FY21 Discovery EBRCs



National EBRCs
driven by
Discovery

Guard EBRCs
driven by
Discovery

Total across
National +
Guard



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FY'21 Discovery Growth Drivers

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PROJECT		IMPACT
1	Discovery Launch	Expansion across all compos (AMEDD in FY22) & now the #2 EBRC driver with room to grow!
2	tCPA Bidding Strategy on Discovery	Allowed for us to stay flexible, while keeping a healthy cost per EBRC

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Alpha Discovery Experiments

Background

A/B Testing is a key feature in Advertising to try out new concepts, test strategies, and improve campaigns performance; enabling the clean interpretation of results via a data-driven analysis. Discovery Experiment provides a **new feature to advertisers to experiment with their Discovery campaigns**.

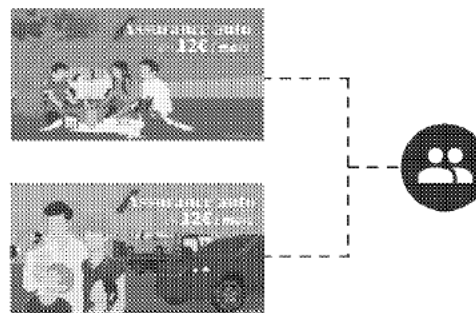
Why Discovery Experiment?

Discovery Experiment allows advertisers to test the effectiveness of creative, targeting strategies or other variables by **creating head-to-head tests in a clean experiment environment** that ensures randomly assigned users to isolated groups, **mitigating contamination during testing**. With the possibility to **create up to 5 arms per experiment (A/B/C/D/E testing)**.

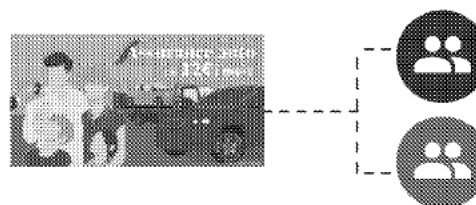
Next steps

- Indicate interest to your Account Manager to participate in the Alpha for 2022
- Once the account is allowlisted, navigate to the Labs tab within the account and click on "Discovery Experiment" to get started
- Select relevant campaigns and set a test environment (see implementation guide)
- Run experimentations for at least 3 weeks. Review results and proceed to adjustments

Creatives: Test multiple creatives against one audience segment



Audiences: Test a single creative against multiple audiences



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Spanish Discovery Campaigns

Spanish Discovery Ads provide you with a new opportunity to reach bilingual prospects as they explore their interests and search for inspiration across their favorite Google feeds (YouTube, Gmail, and Discovery) – all within a single campaign.

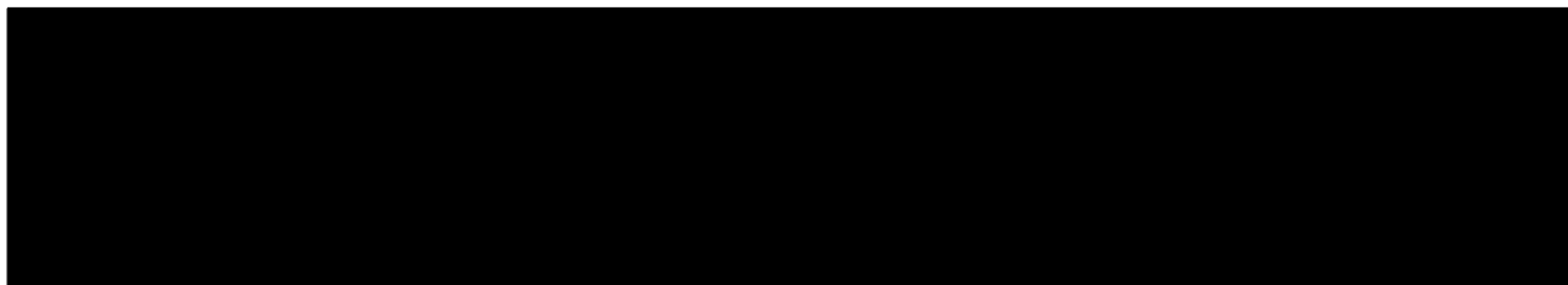
- Find hard-to-reach bilingual users when they're open to discover new brands: by sharing visually rich, inspiring brand creative across feeds on Google properties → do so by repurposing creative from social feeds!
- Reconnect with your most valuable prospects if they've most recently visited your website – we know remarketing is one of Discovery's sweet spots
- Audience Targeting Tips:
 - a. Apply top performing keywords from Spanish Search campaigns
 - b. Test affinities like Spanish Language Music Fans
 - c. Target Spanish Browser Settings

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FY'21 National YouTube Select Performance

Investment	Avg. CPM	Impressions	Avg. VCR	Avg. CTR
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Key Takeaways:

- Compared to other DoD YouTube Select campaigns, performance was strong for FY '21 National (DOD benchmarks: CTR: [REDACTED])

Source: DV360 & YouTube Reservation data

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FY'21 YouTube Growth Drivers

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PROJECT		IMPACT
1	YouTube Select Streaming TV Package	Owned the Living Room with a higher avg. VCR than traditional YTS [REDACTED] compared to [REDACTED] + more efficient CPMs than other CTV partners
2	Audience Alignment to Drive users down the funnel	Continued aligning budgets to specific audience groups that are key for EBRC expansion (Gen Z, Influencers, Strategic Targets) & HM on horizon in FY22

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FY'21 DV360 National* Performance

Investment

Clicks

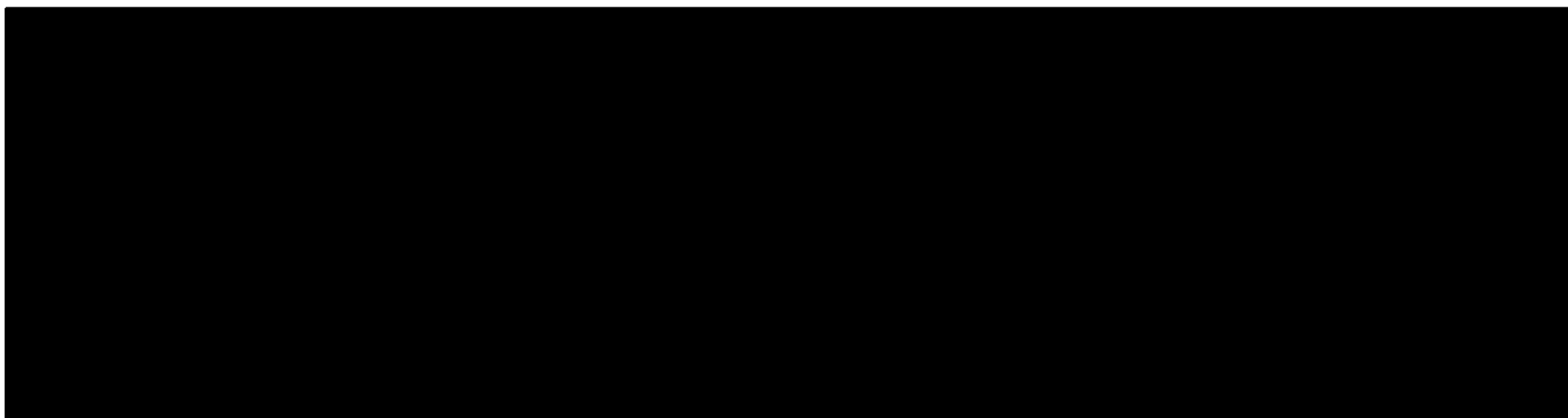
CTR

VVR

VCR

HVAs

EBRCs



Key Takeaways:

- Across all media types, we're seeing engagement metrics **perform significantly above Military benchmarks**, largely due to our reliance on Machine Learning (i.e. auto-bidding)
- 2021 brought lots of new launches - including the launch of Personalized Marketing in Q3, as well as the **consolidation of 5 PG deals** across Upper Funnel tactics

Source: DV360, data pulled from October 2020 - November 2021. *Includes Compo 1, Compo 3, AMEDD, and Personalized Marketing

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FY'21 DV360 National Guard Performance

Investment

Clicks

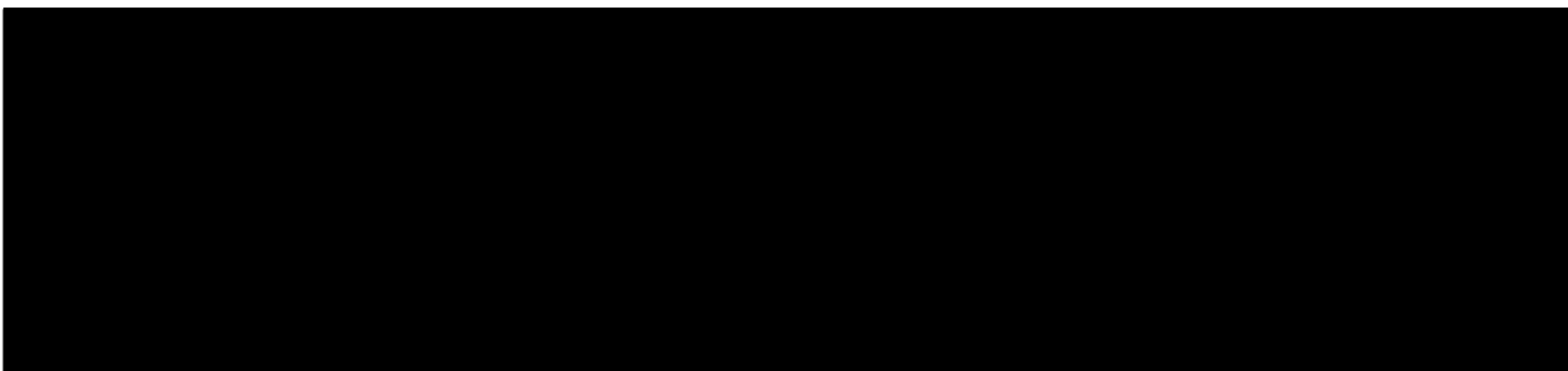
CTR

VVR

VCR

HVAs

EBRCs



Key Takeaways:

- Similar to Army National, within Compo 2 we also saw very **strong performance** across engagement metrics compared to our **Military benchmarks**.
- Note that National Guard was paused in Q2 2021 and remained dark through the end of the year on DV360.

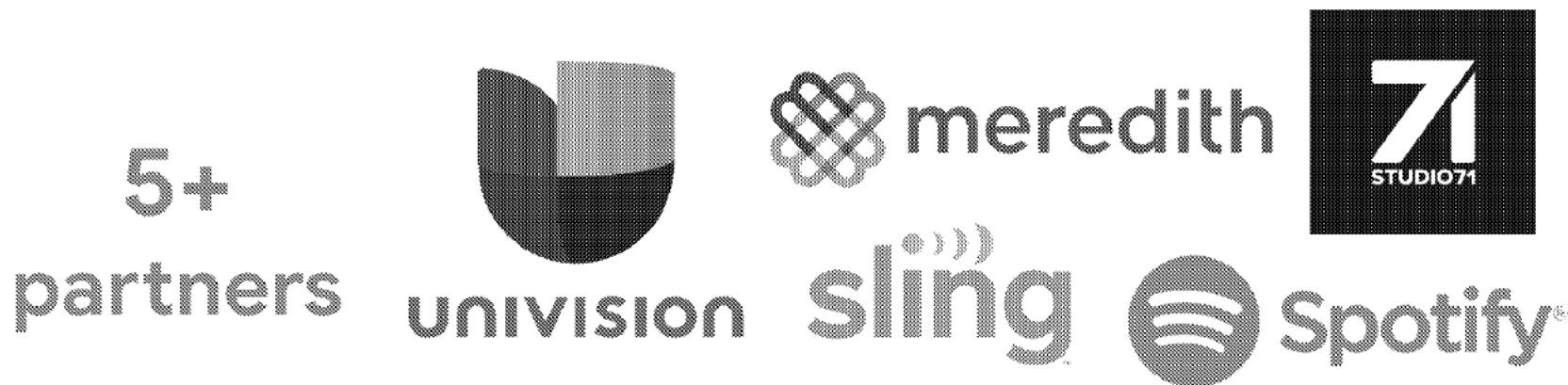
Source: DV360, data pulled from October 2020 - November 2021. *Includes Compo 2 only

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Digital Consolidation in DV360 in 2021



Digital buys consolidated in FY21 that allowed us to
drive maximum reach

FY'21 DV360 Growth Drivers

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	PROJECT	IMPACT
1	Consolidation in DV360 maximizes efficiency	In 2021, we worked to consolidate 5+ digital partners . In 2022, we now have campaign frequency caps applied, which allows us to quantify cost savings and maximize unique reach across campaigns.
2	Machine Learning Improves Performance	Both Army and National Guard saw strong performance across engagement metrics compared to our Government benchmarks, largely due to heavy utilization of auto-bidding.
3	Google targeting paves the way for a cookieless future	2021 brought in a handful of new campaign launches (Personalized Marketing / DCO, The Calling, etc.), and Google's audience solutions provided privacy-safe ways to reach our target audiences at scale.

